



**Singapore Airlines' 45<sup>th</sup> AGM**  
Update on Strategic Initiatives  
28 July 2017

# Structural Change

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- ❑ **Growth of Middle Eastern airlines, and more recently Chinese airlines**
- ❑ **Expansion of Low-Cost Carriers (LCCs)**

**We have not been standing still:**

*“SIA has made more major strategic changes than any full service airline group in Asia and perhaps the world...”*  
*(CAPA-Centre for Aviation)*

# Transformation – Phase 1

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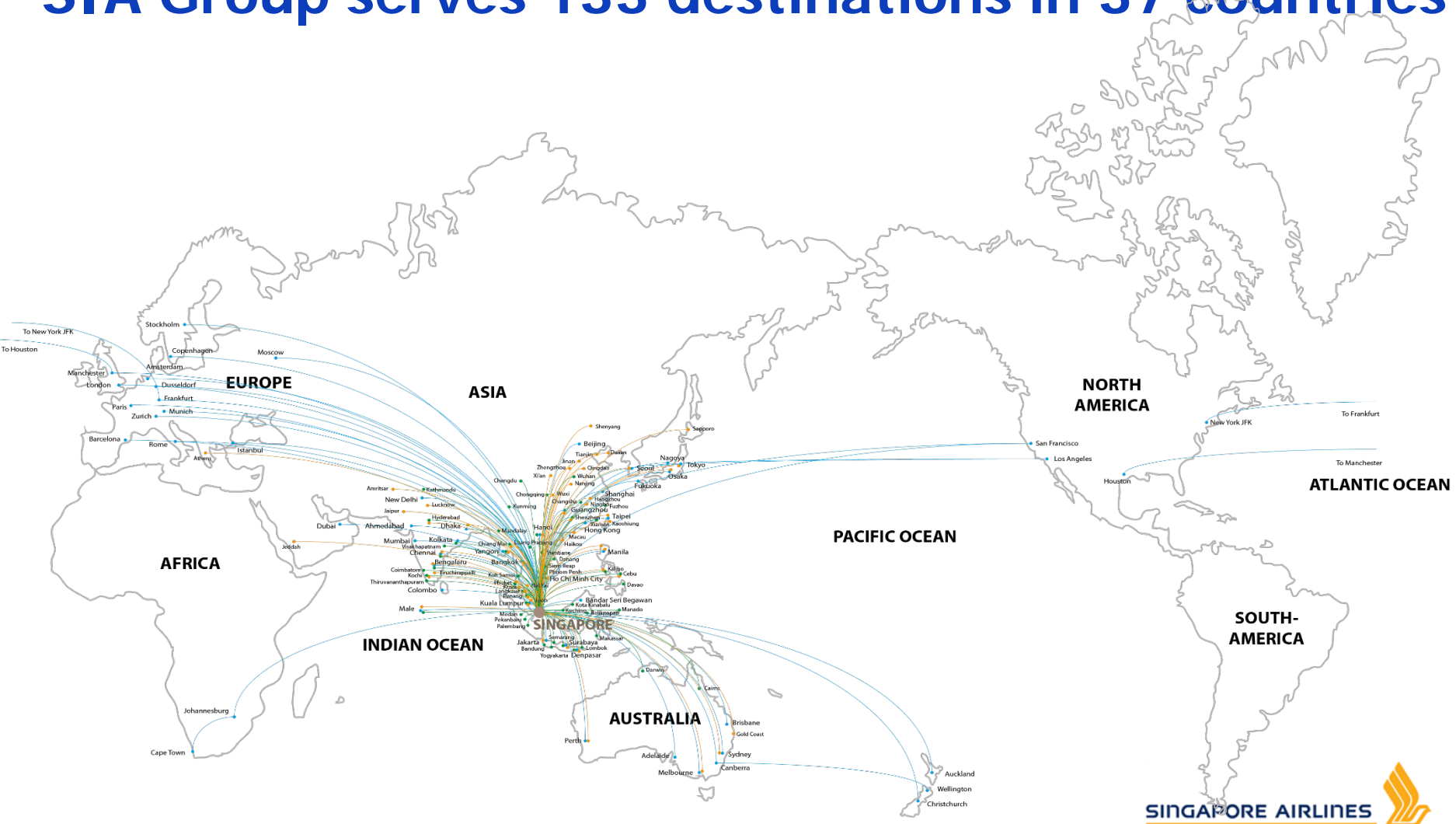
- ***Building new growth platforms for the future***
  - ***New Traffic Segments***
  - ***New Geographies***
  - ***New Adjacent Businesses***

# New Traffic Segments Through Portfolio Strategy



# New Traffic Segments Through Portfolio Strategy

## SIA Group serves 133 destinations in 37 countries



# New Geographies Through Multi-Hub Strategy

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- Investments in strategic markets
- Complements and strengthens Singapore hub



**vistara**

- 19 destinations and 15 A320s
- Strategically placed to tap into large and growing Indian market
- Working towards launch of international operations



**nokscoot**

- 7 destinations and 3 777-200s
- Positioned to leverage on strong Thai leisure travel market

# New Revenue & Business Opportunities



## Airbus Asia Training Centre

- 41 customers, including SIA
- Six flight simulators for the A320, A330, A350 and A380 installed
- Two more simulators to be added by 2019



## KrisFlyer

- Revenue from sale of miles to non-air partners has more than doubled in the last five years, growing **110%**

# Strengthening Premium Positioning



Enhancing Customer Experience



Developing New Cabin Products

Investing in New Aircraft



Expanding Network





# Where We Are

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- Strategic Initiatives are taking shape, positioning us well for the future
- Work ongoing to strengthen Portfolio, Multi-Hub and New Business initiatives
- With foundation in place, it is the right time to move to the Next Phase of Transformation

# The Next Phase of Transformation

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- Next Phase of Transformation has been launched, to strengthen core business
  - Revenue generation
  - Organisational structure
  - Re-basing cost structure
- We are doing so from a position of strength, having put in place foundation pieces in key areas

# The Next Phase of Transformation

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- Dedicated Transformation Office has been established with full-time staff, reporting to CEO
- Board, Management and Staff all engaged in Transformation programme
- Multi-year effort, encompassing short, medium and long-term initiatives



**Thank You**